

Committee on Resources

Subcommittee on Forests & Forest Health

Business Plan

NATIONAL LEWIS & CLARK

BICENTENNIAL COUNCIL

BUSINESS PLAN

1997-2007

October 1997 (Approved)

Lewis and Clark Bicentennial Council 1997-2007 Business Plan

Vision Statement:

The Lewis and Clark expedition of 1803-1806 was a major event that shaped the boundaries and the future of the United States. The

200th anniversary of the expedition is an ideal time to commemorate the journey, rekindle its spirit of discovery, and acclaim the contributions and goodwill of the native people.

Mission Statement:

The mission of the National Lewis and Clark Bicentennial Council is to work in cooperation with local, state, federal, and tribal governments and all interested individuals and organizations to promote educational programs, cultural sensitivity and harmony, and the sustaining stewardship of natural and historical resources along the route of the Expedition, while at the same time promoting domestic and international tourism along the route to enhance people's understanding of the expedition and to act as a catalyst for economic development.

Position Statement:

The Lewis and Clark Bicentennial Council is a non-profit corporation created by the Lewis and Clark Trail Heritage Foundation Inc. to specifically exist until 2007 and to supervise the Bicentennial celebration of the Lewis and Clark expedition. The activities of the Council can be broken into the three broad areas of administration, product development, and promotion. Each of these topics is addressed in a separate section of this plan.

I. Administration

A. Situation Analysis

The Council was created by the Lewis and Clark Trail Heritage Foundation Inc. It was incorporated as a non-profit Washington state corporation and was granted tax exempt status under the Internal Revenue Code section 501C3.

The Council has developed a comprehensive set of by-laws. There is a board of directors in place and all administrative work through 1996 has been performed by volunteers without any paid staff. The Council has maintained its solvency through membership fees and grants. It is poised to hire staff people in 1997 due to a grant provided by the National Park Service to fund a joint staff person to be utilized by the National Lewis and Clark Bicentennial Council and the Lewis and Clark Heritage Foundation. This grant provides funding for a twoyear period. At the end of the funding period, the Council will have to decide whether to continue a join program with the foundation or whether it is financially capable of employing its own administrative staff.

B. Problems

1. The Council has a definite life between now and 2007. Therefore, any employees hired have to realize the job will terminate at the end of the Bicentennial.
2. Because of the limited life of the corporation, the corporation is not in a position to invest heavily in administrative tools and/or facilities.
3. The organizations. and people interested in the Bicentennial are a diverse group with different cultural backgrounds, values, and beliefs. Therefore, a major administrative task will be to encourage diversity without having it destroy the cohesiveness of the overall bicentennial celebration.

C. Opportunities

The people involved with the Bicentennial are dedicated and bring a wide diversity of skills, contacts, and backgrounds to the Council. From an administrative standpoint, the largest opportunity is to utilize all of the skills and direct them to provide a nationwide celebration of the Lewis and Clark expedition.

The diversity provides the opportunity to tap people with exceptional skills in all areas of administration, whether it is legal, accounting, marketing, journalism, or other needed skills to augment the limited paid staff.

D. Objectives

1. Obtain funding to employ a full-time executive director and add other staff as necessary.
2. Establish an office location.
3. Utilize the volunteer members of the board and committees to carry out the objectives of the organization.
4. Develop a detailed one year budget and a five year projected budget of necessary income and

expenses.

5. Develop a program to fund the budget.

E. Implementation

1. Hire a full-time staff person in conjunction with the Lewis and Clark Foundation.
2. Set up a permanent office.
3. Develop a comprehensive contributions and underwriting campaign.
4. Have staff prepare a detailed budget proposal for board approval.
5. Staff to work with committee chairperson to help implement their objectives.

II. Product Development

A. Situation Analysis

For purposes of this plan, the term product development refers to tangible products like coins or books and intangible products such as ceremonies, educational programs, and other activities of a historic or educational nature that promotes the expedition, as well as programs developed by the Council to provide a lasting memorial to the Lewis and Clark expedition. Product development includes things that are developed by the Council, items developed by the private sector for a profit, or by any other governmental agency. At this point in time, the work of the Council has been one of primarily organizing the Council so that it can address the Bicentennial. As of the end of 1996, there is little product specifically approved.

B. Problems

The biggest problem facing the Council with product development is the wide range of product potential, as well as the diverse reasons people have for developing the product and diversity of the people who will actually use the product. A second major problem is that anyone who wants to can use the term Lewis and Clark without paying any royalties.

C. Opportunity

There is a tremendous opportunity to develop a wide range of product prior to the beginning of the Bicentennial in 2003. The product development phase should be broken into three categories. The one category will be to encourage the development of ceremonies, celebrations, educational events, and other public events put on by non-profit organizations along the trail. The second part of product development pertains to the licensing of the Bicentennial logo to the private sector who are trying to produce products for profit whether it is books, maps, tapes, shirts, or toys. The third category of product development is the product the Council develops on a nationwide basis to promote the overall mission of an exciting Bicentennial and a lasting memorial.

D. Objective

1. Assist with and encourage the development of all types of local promotions, celebrations, and

activities during the bicentennial time period. The more projects that can be developed with a realistic interpretation of history the better it will be.

2. Encourage the development by private sector corporations of various types of products that can be sold to the public for a profit and return a profit to the Council to carry out other activities. The Council needs to make sure the Bicentennial logo only goes on products that are worthy, historically accurate, culturally sensitive, and are of good quality.

3. Provide some type of product that will follow the trail chronologically 200 years after Lewis and Clark passed through and identify where they were at that time.

4. Develop a lasting memorial to remind people about the excitement of the expedition and the Bicentennial.

E. Implementation

1. Local Promotion

a) Conduct an annual conference designed to provide information to everyone interested in the Lewis and Clark Bicentennial on events that are currently being organized, how to plan events, and how to carry out events in individual communities.

b) Maintain a database of all planned events, so communities can look at what other communities are doing to try to generate ideas.

c) Serve as a clearinghouse of ideas and methods that can be provided to other communities.

d) Create a resource manual that will assist participating agencies and reflect the themes outlined in the Bicentennial program.

e) Offer the services of Council and Foundation members and Native Americans for technical historical advice.

f) Offer a Bicentennial review service to insure accuracy.

2. Commercial Products

a) Develop legal protection for the Bicentennial logo and other terms like Lewis and Clark Expedition through trademark filings.

b) Make it known that the trademark is available for use on products that have been approved by the Council.

c) Develop a fee structure that can be applied to people asking to use the logo.

d) Develop a review procedure to review products being produced.

e) Develop a licensing agreement for the use of the logo.

3. Council Product

- a) Develop some type of moving marker to follow the route during the Bicentennial.
- b) Develop a comprehensive memorial, such as adding a Lewis and Clark statue to the Thomas Jefferson memorial in Washington, DC.
- c) Develop a fund raising process to finance these efforts.
- d) Develop a commemorative coin certified by the federal government with the profits going to the memorial, for Council administrative costs, and grants to other organizations as determined by the Council.

III. Promotion

A. Situation Analysis

The Council is fortunate in that it was established early enough to allow a good time frame to put together a promotion program for all the activities that will be going on during the Bicentennial. As of January 1, 1997, no organized promotion has been started on the Bicentennial.

B. Opportunities

The opportunities are extensive for the promotion of the Lewis and Clark Bicentennial. The promotion will fall into several categories. For the first few years the major emphasis for the promotion effort should be to get communities along the trail to begin to plan activities to correspond with the trail 200 years earlier. The second phase will be promoting the activities that will be taking place during the Bicentennial period. The third phase will be to use the Bicentennial to promote the cultural and historical significance of the expedition domestically and internationally.

C. Objectives

- 1. Encourage every community along the Lewis and Clark Expedition to plan a major event to correspond with the passing of the expedition through their community 200 years ago.
- 2. Encourage states and regions and heritage attractions to promote the Lewis and Clark Bicentennial, as well as the expedition in all of their press releases and PR programs that they conduct worldwide.
- 3. Develop a website that will list all activities pertaining to the Lewis and Clark expedition throughout the United States.
- 4. Develop a newsletter to go out to all of the communities and interested people along the route explaining what is being planned.
- 5. Develop a series of news releases that can be presented to international and domestic journalists, so they will write stories to promote the Bicentennial.
- 6. Work with the state travel departments in each of the states effected by the Bicentennial to enhance their awareness of the program.

7. Begin correspondence with major newspapers to see if a national newspaper, like USA Today, will agree to sponsor a day by day capsule of the journey.
8. Develop a promotional program to raise funds for the memorial designed as a Council product.
9. Encourage the development and showing of national television programs promoting the Lewis and Clark expedition, as well as working with shows like Good Morning America.
10. Utilize the services of the heritage attractions and state travel offices to promote the Bicentennial, rather than trying to develop extensive new mailing lists.
11. Identify a national spokesperson(s) and create a Speakers Bureau.

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